* **ORGANIZATIONAL PERFORMANCE**  
  Organizational performance is a product of many factors that the Satellite Model identifies as including: organizational structure, knowledge, nonhuman resources, strategic positioning, and human process. Key to the model is an understanding of the terms strategy and performance.
  + **Strategy** is a broad integrated plan of action to accomplish organizational goals.
  + **Performance** is defined as achieving or surpassing business and social objectives and responsibilities from the perspective of the judging party.
  + ***Goals:*** defined as a different state of affairs that the individual (or organization) actively seeks to achieve.
  + ***Standards:*** tell us whether the goal was accomplished.
  + ***Feedback:*** Feedback reports both the quality and quantity of progress toward reaching a goal that is defined by standards.
  + ***Means:*** Having the necessary resources to accomplish the goal successfully.
  + ***Competence:*** A key ingredient to performance, a person must be able to do it.
  + ***Motive:*** What is in it for the individual? Why would they want to do it?
  + ***Opportunity:*** Time and eligibility both contribute to the opportunity to perform or lack of. Higher priority tasks, for example, get more attention and consume more time.
* **IMPROVING PRODUCTIVITY (AND QUALITY)**  
  *Productivity* is the ratio of the output of goods and services divided by the input or resources used to produce those goods and services. Productivity can be improved by increasing the output, decreasing the input, or both.
* **360 DEGREE ASSESSMENT PROCESS**  
  Also referred to as the multi-source or multi-rater tool, the 360 degree assessment is a full-circle evaluation of an employee’s performance. The common practice of a 360 degree assessment is to have the employee complete a self-assessment, as well as having their peers, subordinates, supervisors and customers complete the assessment.
* **THE ACHIEVE MODEL**  
  The ACHIEVE model was designed to assist managers to do more than just identify what performance problems exist. The model isolates seven factors that influence the effectiveness of the follower’s performance: ability, understanding or role perception, organizational support, motivation, performance feedback, validity and environment.
* **A**bility (Knowledge and Skills)
* **C**larity (Understanding or Role Perception)
* **H**elp (Organizational Support)
* **I**ncentive (Motivation or Willingness)
* **E**valuation (Coaching and Performance Feedback)
* **V**alidity (Procedures, Practices, Rules, and Regulations)
* **E**nvironment (Environmental Fit)
* **PERFORMANCE MANAGEMENT**  
  Performance management integrates the ACHIEVE model and the Situational Leadership® concept. The three steps to implementing performance management are performance planning, coaching to reinforce performance plans and develop followers, and conducting the formal performance review.
  + **Performance** *planning* involves setting objectives and directions for followers at the beginning of a planning period and developing plans for achieving those objectives. Situational Leadership® believes managers should involve followers in this planning process at a level consistent with the follower’s performance readiness for the specific task under discussion.
  + **Coaching** is the day-to-day feedback and development activities that enhance the performance plans. Situational Leadership® assists managers in creating clear connections between their leadership styles, the objectives set in the performance-planning process, and the follower’s performance readiness level for achieving each specific objective.
  + **Performance review** is the overall evaluation of performance for the planning period specified. Situational Leadership® can be used to determine the degree of follower involvement in the formal review process.